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ABSTRACT

The general purpose of the occupational analysis is to provide workable, basic information dealing with the many and varied duties performed in the small business management occupation. The document opens with a brief introduction followed by a job description. The bulk of the document is presented in table form. Twelve duties are broken down into a number of tasks and for each task a two-page table is presented, showing on the first page: tools, equipment, materials, objects acted upon; performance knowledge (related also to decisions, cues and errors); safety--hazard; and on the second page: science; math--number systems; and communications (performance modes, examples, and skills and concepts). The duties include: supervising purchase of merchandise, hiring of personnel, maintenance of equipment, personnel, and building maintenance; managing merchandise, operating procedures, merchandise promotions, business operating policies, physical facilities, and business finance; and insuring coverage of business losses. The document concludes with supplementary materials, and a glossary of business terms. (BP)

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Occupational Analysis

CE 004195

SMALL BUSINESS MANAGER

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Instructional Materials Laboratory
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AN ANALYSIS OF THE SMALL BUSINESS MANAGING OCCUPATION

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FOREWORD

The occupational analysis project was conducted by The Instructional Materials Laboratory, Trade and Industrial Education, The Ohio State University in conjunction with the State Department of Education, Division of Vocational Education pursuant to a grant from the U.S. Office of Education.

The Occupational Analysis project was proposed and conducted to train vocational educators in the techniques of making a comprehensive occupational analysis. Instructors were selected from Agriculture, Business, Distributive, Home Economics and Trade and Industrial Education to gain experience in developing analysis documents for sixty-one different occupations. Representatives from Business, Industry, Medicine, and Education were involved with the vocational instructors in conducting the analysis process.

The project was conducted in three phases. Phase one involved the planning and development of the project strategies. The analysis process was based on sound principles of learning and behavior. Phase two was the identification, selection and orientation of all participants. The training and workshop sessions constituted the third phase. Two-week workshops were held during which teams of vocational instructors conducted an analysis of the occupations in which they had employment experience. The instructors were assisted by both occupational consultants and subject matter specialists.

The project resulted in producing one hundred two trained vocctional instructors capable of conducting and assisting in a comprehensive analysis of various occupations. Occupational analysis data were generated for sixty-one occupations. The analysis included a statement of the various tasks performed in each occupation. For each task the following items were identified: tools and equipment; procedural knowledge; safety knowledge; concepts and skills of mathematics, science and communication needed for successful performance in the occupation. The analysis data provided a basis for generating instructional materials, course outlines, student performance objectives, criterion measures as well as identifying specific supporting skills and knowledge in the academic subject areas.

PREFACE

The small business manager is responsible for the successful operation of an individually owned small business. His/her duties would predominantly be those of supervision and management. Although, depending upon the size or nature of the business, the manager might be called upon to perform, as well as supervise, certain everyday, menial tasks. It cannot be assumed, however, that his/her job would consist of more than director of operations. The work situation would dictate which duties would be applicable in individual cases. The stated duties are designed to be general enough that they could be applied to the operation of any small business.

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JOB DESCRIPTION

A retail small business manager is responsible for the operation of a retail small business. This individual is responsible for performing either personally or through subordinates, the following duties: purchasing merchandise, managing merchandise, hiring of personnel, supervising maintenance of equipment and building, establishing and managing operating procedures, personnel supervision and merchandise promotions, establishing and managing operating policies, managing facilities of business, managing business fianances, insuring coverage of business losses, and keeping of business records. The performance of these duties is dependent upon the size and nature of a retail business.

Duty A Supervising Purchase of Merchandise

1 Determine merchandise to be purchased
2 Select sources of merchandise
3 Determine quantity of merchandise
4 Order merchandise
5 Supervise recording of merchandise ordered

(TASK STATEMENT) DETERMINE MERCHANDISE TO BE PURCHASED 12

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Previous sales records Merchandise catalogs Supplier outlets and manufacturers Professional assistance	Steps: Consider consumer demands Consider type of business Consider previous merchandise and sales Consider competitors Consider merchandise availability Test sample merchandise Review and evaluate merchandise Consult professional assistance Decide on merchandise	

DECISIONS	CUES	ERRORS
Choose merchandise to be carried or handled	Analyze knowledge gathered in steps, keeping in mind what is best for the business	Selection of wrong merchandise

(TASK STATEMENT) DETERMINE MERCHANDISE TO BE PURCHASED

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism 1. Maintain capacity to foster trust 2. Maintain capacity to foster confidentiality 3. Maintain capacity to foster cooperation 4. Maintain capacity to generate integrity 5. Maintain capacity to function efficiently when encountering fast changing, multiple, personal or situational variables 6. Exhibit qualities of self-confidence, self-control, self-reliance, self-respect and adaptability Supervision 1. Grant appropriate regard for customer's unique needs 2. Communicate pride in establishment	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS (REFER TO COMMUNICATIONS CODE)
1. Speaking	1. Talking to suppliers	1. SCM
2. Reading	2. Reading product descriptions	2. RCM
3. Writing	3. Writing merchandise reports	3. WCM
4. Listening	4. Hear sales talks	4. LCM
5. Viewing	5. See merchandise	5. VCM
6. Touching	6. Physically examine merchandise	6. TCM

(TASK STATEMENT) SELECT SOURCES OF MERCHANDISE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Catalogs Previous sources Attend trade shows Visit manufacturing source Calculator Adding machine	Steps: Determine available sources of merchandise Consider past experience with source Consider policies of sources, service, returns, credit, guarantee, and assistance Consider reputation of source Consider cost of merchandise with source-discounts Consider quantity of merchandise available with source Consider quality of merchandise Consider assortment of merchandise Consider delivery time schedule of source	

DECISIONS	CUES	ERRORS
Select correct source of merchandise		Selection of wrong source

(TASK STATEMENT) SELECT SOURCES OF MERCHANDISE

SCIENCE

Professionalism

1. Maintain capacity to foster trust
2. Maintain capacity to foster confidentialty
3. Maintain capacity to foster cooperation
4. Maintain capacity to generate integrity
5. Maintain capacity to function efficiently when encountering fast changing, multiple, personal or situational variables
6. Exhibit qualties of self-confidence, self-control, self-reliance, self-respect and adaptability

Supervision

1. Grant appropriate regard for customer's unique needs
2. Communicate pride in establishment

MATH – NUMBER SYSTEMS

1. Rational numbers
2. Use of numbers (without calculation)-counting, ordering, indexing
3. Use of computing devices and mechanical aids-calculators (electric, mechanical), adding machine
4. Fundamental Operations (calculation)
5. Basic arithmetic skills and concepts-(See Appendix B)
6. Basic measurement skills and concepts (See Appendix B)

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS (REFER TO COMMUNICATION CODE)
1. Speaking	1. Talking to suppliers	1. SCM
2. Reading	2. Reading product descriptions	2. RCM
3. Writing	3. Writing merchandise reports	3. WCM
4. Listening	4. Hear sales talks	4. LCM
5. Viewing	5. See merchandise	5. VCM
6. Touching	6. Physically examine merchandise	6. TCM

(TASK STATEMENT) DETERMINE QUANTITY OF MERCHANDISE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Budget statement Promotions plan Inventory control report Calculator, adding machine	Steps: Consider consumer demands Consider business capital available Determine physical space of business Determine potential sales Consider source quantity discounts Consider merchandise spoilage and obsolesence Consider possible business promotions	

DECISIONS	CUES	ERRORS
Establish quantity of merchandise to purchase	Refer to above steps, think what is best for the business	Purchase of inaccurate quantity of merchandise

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(TASK STATEMENT) DETERMINE QUANTITY OF MERCHANDISE

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism 1. Maintain capacity to foster trust 2. Maintain capacity to foster confidentialty 3. Maintain capacity to foster cooperation 4. Maintain capacity to generate integrity 5. Maintain capacity to function efficiently when encountering fast changing, multiple, personal or situational variables 6. Exhibit qualities of self-confidence, self-control, self-reliance, self-respect and adaptability Supervision 1. Grant appropriate regard for customer's unique needs 2. Communicate pride in establishment	1. Rational numbers 2. Use of numbers (without calculations)-counting, indexing 3. Fundermental operations (calculations) 4. Basic arithmetic skills and concepts-ratio and proportion 5. Use of computing devices and mechanical aids-adding machine, calculators (electric, mechanical) 6. Basic measurement skills and concepts-6a,b,c,;7a,b,c, d,e,f,;8; 9 (See Appendix B) Establish quantity of merchandise

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading 3. Writing 4. Listening 5. Viewing 6. Touching	1. Talking to suppliers 2. Reading product descriptions 3. Writing merchandise reports 4. Hear sales talks 5. See merchandise 6. Physically examine merchandise	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM 3. WCM 4. LCM 5. VCM 6. TCM

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(TASK STATEMENT) ORDER MERCHANDISE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Order blanks Purchase orders Catalogs Source price quotations Calculator Adding machine	Steps: Follow particular source order procedure Follow established business ordering policies Place order	
DECISIONS	**CUES**	**ERRORS** Inaccurate order

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(TASK STATEMENT) ORDER MERCHANDISE

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism 1. Maintain capacity to foster confidentialty 2. Maintain capacity to foster cooperation 3. Maintain capacity to cope with conflict behavior 4. Exhibit qualities of self-confidence, self-control, self-reliance, self-respect and adaptability 5. Maintain capacity to function efficiently when encountering fast changing, multiple, personal or situational variables	1. Rational numbers 2. Use of numbers (without calculation)-counting 3. Fundamental Operations-calculation 4. Basic Arithmetic Skills and Concepts 5. Use of Computing Devices and Mechanical Aids-adding machine, calculators (electric, mechanical) 6. Basic Measurement Skills and Concepts-1,4,6,7,8,9c, d,e,f (See Appendix B)

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading 3. Writing	1. Oral ordering of merchandise 2. Reading of forms and reports 3. Writing orders and reports	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM 3. WCM

(TASK STATEMENT) SUPERVISE RECORDING OF MERCHANDISE ORDERED

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TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Filing records of orders Calculator Adding machine	Steps: See that order is properly and accurately recorded	

DECISIONS	CUES	ERRORS
Is merchandise being properly ordered	Examine recording procedures	Inaccurate purchase records

(TASK STATEMENT) SUPERVISE RECORDING OF MERCHANDISE ORDERED

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,F,G (See Appendix A) SUPERVISION D,E,G,H,I (See Appendix A) Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of qualities basic to optimal mental performance	1. Rational numbers 2. Use of numbers (without calculations)-recording 3. Fundmental operations (calculations) 4. Use of computing devices and mechanical aids-adding machine, calculators (electric, mechanical) 5. Basic measurement skills and concepts-measurement: non-geometric (time, money)

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading	1. Orally instructing employees in recording 2. Check records	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM

Duty B Managing Merchandise

1 Supervise receiving of merchandise shipment
2 Supervise stocking or storage of merchandise
3 See that inventory records are kept
4 Manage proper inventory control

(TASK STATEMENT) SUPERVISE RECEIVING OF MERCHANDISE SHIPMENT

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD 23
Record filing system Receiving reports	Steps: Verify accurate merchandise Verify accurate amount received Verify condition of merchandise See that receipt of order is properly recorded	
DECISIONS	**CUES**	**ERRORS**
Is merchandise being properly received	Follow receiving procedure	Receiving of improper merchandise, amount or condition of merchandise Order improperly recorded

(TASK STATEMENT) SUPERVISE RECEIVING OF MERCHANDISE SHIPMENT

SCIENCE	MATH – NUMBER SYSTEMS
Professional A,B,C,D,F,G (See Appendix A) Supervision D,E,",I (See Appendix A) Conscious awareness of the need for the balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance Inhibitors of efficient job performance-A,B,D,E (See Appendix A) Conditions for health and growth-directed job performance-A,B,F (See Appendix A)	Rational numbers Use of numbers (without calculation)-counting, indexing, [assign numbers to shipments or individual merchandise] measurement Fundamental Operations (calculation) Addition Subtraction Multiplication Division

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
		(REFER TO COMMUNICATIONS CODE)
1.Speaking	1.Talk to handlers of merchandise	1.SCM
2.Reading	2.Verify orders	2.RCM
3.Writing	3.Record shipments	3.WCM
4.Listening	4.Hear reports on condition of merchandise	4.LCM
5.Viewing	5.View condition of merchandise	5.VCM
6.Touching	6.Test condition of merchandise	6.TCM

(TASK STATEMENT) SUPERVISE STOCKING OR STORAGE OF MERCHANDISE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD 25
	Steps: See that merchandise is properly inventoried according to business policies	

DECISIONS	CUES	ERRORS
Is merchandise properly stored	Follow business procedure for inventory control	Improper stocking or storage of merchandise

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(TASK STATEMENT) SUPERVISE STOCKING OR STORAGE OF MERCHANDISE

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision D,E,H,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expression basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance Inhibitors of efficient job performance-A,B,D,E (See Appendix A) Conditions for health and growth-directed job performance-A,B,F (See Appendix A)	Basic measurement skills and concepts-measurement: geometric (area, volume) Measurement: non-geometric-(temperature, weight and liquid) The above is for determination of storage area

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS (REFER TO COMMUNICATIONS CODE)
1. Speaking 2. Listening 3. Viewing	1. Talk to stock people 2. Listen to suggestions 3. View stocking procedure	1. SCM 2. LCM 3. VCM

(TASK STATEMENT) SEE THAT INVENTORY RECORDS ARE KEPT

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Inventory records Inventory reports Calculator Adding machine	Steps: Examine inventory records periodically	27

DECISIONS	CUES	ERRORS
Are records properly kept	Follow procedures for keeping inventory records	Inaccurate inventory records

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(TASK STATEMENT) SEE THAT INVENTORY RECORDS ARE KEPT

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision D,E,H,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance Inhibitors of efficient job performance-A,B,D,E (See Appendix A) Conditions of healthy and growth directed job performance-A,B,F (See Appendix A)	Rational numbers Use of numbers (without calculation)-recording Fundamental operations (calculation) Addition, subtraction, division, multiplication Use of computing devices and mechanical aids-adding machine, calculators, (electric, mechanical) Basic measurement skills and concepts-measurement: non-geometric (time-money)

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading 3. Listening	1. Talk to recorders 2. Examine records 3. Hear feedback from recorders	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM 3. LCM

(TASK STATEMENT) MANAGE PROPER INVENTORY CONTROL

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARDS
Inventory records Inventory reports Sales records	Steps: See that inventory policies are followed	

DECISIONS	CUES	ERRORS
Are proper inventory controls being followed	Follow inventory policies	Improper inventory control

(TASK STATEMENT) MANAGE PROPER INVENTORY CONTROL

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision D,E,H,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expression basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance Inhibitors of efficient job performance-A,B,D,E (See Appendix A) Conditions of healthy and growth directed job performance-A,B,F (See Appendix A)	

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS (REFER TO COMMUNICATIONS CODE)
1. Speaking	1. Talk to handlers of merchandise	1. SCM
2. Reading	2. Verify orders	2. RCM
3. Writing	3. Record shipments	3. WCM
4. Listening	4. Hear reports on condition of merchandise	4. LCM
5. Viewing	5. View condition of merchandise	5. VCM
6. Touching	6. Test condition of merchandise	6. TCM

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Duty C Supervising Hiring of Personnel

1 Develop sources of applicants
2 Select employees
3 Place personnel

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(TASK STATEMENT) DEVELOP SOURCES OF APPLICANTS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Newspaper and journals Employment agency Colleges Schools Existing employee records	Steps: Determine sources of applicants, such as schools, colleges, newspapers, employment agencies, referrals, in house Evaluate sources Select those sources appropriate to business Implement best sources of employees	

DECISIONS	CUES	ERRORS
Determine sources of applicants	Realize type of employees gathered from various sources	Selection of inappropriate employee source

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(TASK STATEMENT) DEVELOP SOURCES OF APPLICANTS

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism 1. Maintain capacity to foster trust 2. Maintain capacity to foster confidentiality 3. Maintain capacity to foster cooperation 4. Maintain capacity to generate integrity 5. Maintain capacity to function efficiently when encountering fast changing, multiple, personal or situational variables 6. Exhibit qualities of self-confidence, self-control self-reliance, self-respect and adaptability Supervision 1. Grant conscious attention to smoothly flowing team work 2. Grant appropriate regard for customer's unique needs 3. Communicate pride in establishment	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking	1. Talk to sources of applicants	1. SCM
2. Reading	2. Read source lists	2. RCM
3. Writing	3. Contact sources by letter	3. WCM
4. Listening	4. Feedback from sources	4. LCM

(TASK STATEMENT) SELECT EMPLOYEES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Application forms Interview records Tests Reference materials	Steps: Select procedures for hiring Evaluate procedures for action Implement proper procedures for selection Select potential employees Judge effectiveness of selection procedure	

DECISIONS	CUES	ERRORS
Selection of employees	Keep in mind appropriate procedure for selection of employees	Improper selection of employees

(TASK STATEMENT) SELECT EMPLOYEES

SCIENCE	MATH – NUMBER SYSTEMS
Hiring 1. Exhibit capacity to ascertain personal qualities (skills, knowledge, character, flexibility and learning capacity) 2. Exhibit capacity to foster truth 3. Exhibit capacity to accurately reflect plant enviroment and job expectations Professionalism - A,B,C,D,F,G, (See Appendix A) Supervision A,D,E,F,G,I (See Appendix A) Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
		REFER TO COMMUNICATIONS CODE)
1. Speaking	1. Talking to sources of applicants	1. SCM
2. Reading	2. Read source lists	2. RCM
3. Writing	3. Contact sources by letter	3. WCM
4. Listening	4. Feedback from sources	4. LCM

(TASK STATEMENT) PLACE PERSONNEL

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Interview records Tests Reference materials Application forms	Steps: Determine strengths and weaknesses of personnel Review job requirements Place appropriate personnel for each position	

DECISIONS	CUES	ERRORS
Which employee would be best for each position	Pay particular attention to employee abilities and position requirements	Selection of inadequate employee for particular position

(TASK STATEMENT) PLACE PERSONNEL

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision A,D,E,F,G,I (See Appendix A)	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS (REFER TO COMMUNICATIONS CODE)
1. Speaking	1. Talk to supervisors	1. SCM
2. Reading	2. Read recommendations	2. RCM
3. Writing	3. Record placements	3. WCM
4. Listening	4. Feedback form supervisors	4. LCM

Duty D Managing Operating Procedures

1 Determine business operating procedures
2 Implement proper business operating procedures
3 Review operating procedures

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(TASK STATEMENT) DETERMINE BUSINESS OPERATING PROCEDURES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Business references Professional assistance	Steps: Analyze business operations Consider all operating procedures Evaluate those procedures Modify procedures to meet business needs Choose procedures appropriate to business operation	

DECISIONS	CUES	ERRORS
Selection of proper operating procedures	Pay attention to needs of business	Improper choice of operating procedure

(TASK STATEMENT) DETERMINE BUSINESS OPERATING PROCEDURES

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision B,C,D,E,F,H,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation	

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS (REFER TO COMMUNICATIONS CODE)
1. Speaking	1. Talk to assistants	1. SCM
2. Reading	2. Read business references	2. RCM
3. Writing	3. Record procedures	3. WCM
4. Listening	4. Feedback from assistants	4. LCM
5. Viewing	5. Viewing	5. VCM

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(TASK STATEMENT) IMPLEMENT PROPER BUSINESS OPERATING PROCEDURES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD 41
Manual of business procedures Memos Audio-visual aids Operating forms Instructional institutions Seminars	Steps: Instruct employees in operating procedures Supervise employee applications of procedures	

DECISIONS	CUES	ERRORS
Decide on proper implementation procedures	Keep in mind operating procedures which are necessary	Improper use of operating procedures

(TASK STATEMENT) IMPLEMENT PROPER BUSINESS OPERATING PROCEUDRES

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision D,E,F,H, I (See Appendix A)	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS (REFER TO COMMUNICATIONS CODE)
1. Speaking	1. Talk to assistants	1. SCM
2. Reading	2. Read business references	2. RCM
3. Writing	3. Record procedures	3. WCM
4. Listening	4. Feedback for assistants	4. LCM
5. Viewing	5. View business operations	5. VCM

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(TASK STATEMENT) REVIEW OPERATING PROCEDURES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Evaluation forms Manual on operating procedures Audio-visual aids	Steps: Periodic observation of procedures Re-instruction of operating procedures when necessary Evaluation of operating procedures	

DECISIONS	CUES	ERRORS
Are operating procedures effective	Keep in mind the established operating procedures	Inefficient business operation

(TASK STATEMENT) REVIEW OPERATING PROCEDURES

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision B,C,D,E,F,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance Inhibitors of efficient job performance-A,B,D,E (See Appendix A) Conditions for health and growth-directed job performance-A,B,F (See Appendix A)	

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading 3. Writing 4. Listening 5. Viewing	1. Talk to assistants 2. Read business references 3. Record procedures 4. Feedback from assistants 5. View business operations	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM 3. WCM 4. LCM 5. VCM

AA

Duty E Supervising Maintenance of Equipment

1 Check condition of equipment
2 Determine needed equipment repairs
3 Decide repair or replacement

(TASK STATEMENT) CHECK CONDITION OF EQUIPMENT

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Operating manuals Equipment check sheets Referral forms Maintenance	Steps: Make periodic observations of equipment Establish system of employee referral on conditon of equipment Maintain service record of equipment	Use machine properly-possible employee body harm
DECISIONS Is equipment repair needed	**CUES** Proper function of equipment	**ERRORS** Faulty operation of equipment

(TASK STATEMENT) CHECK CONDITION OF EQUIPMENT

SCIENCE	MATH – NUMBER SYSTEMS
Supervision 1. Grant conscious attention to smoothly flowing team work 2. Maintain regard for differing views on maximum efficiency of the operations	

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS (REFER TO COMMUNICATIONS CODE)
1. Speaking	1. Talk to employees about condition of equipment	1. SCM
2. Reading	2. Read service records	2. RCM
3. Writing	3. Record condition	3. WCM
4. Listening	4. Feedback from employees	4. LCM
5. Viewing	5. View condition of equipment	5. VCM

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(TASK STATEMENT) DETERMINE NEEDED EQUIPMENT REPAIRS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Referral forms Service manuals Maintenance records Operating manuals	Steps: Make visual or mechanical observation of machines Check employee maintenance referral forms Check maintenance records Check operation manuals Obtain professional assistance	Proper use of equipment-employee harm
DECISIONS	**CUES**	**ERRORS**
What repairs are needed for equipment	Know proper maintenance of equipment	Improper maintenance of equipment

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(TASK STATEMENT) DETERMINE NEEDED EQUIPMENT REPAIRS

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision D,E,F,H,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of qualities basic to optimal mental performance	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Reading	1. Read service records	1. RCM
2. Speaking	2. Talk to employees about condition of equipment	2. SCM
3. Writing	3. Record condition	3. WCM
4. Listening	4. Feedback from employees	4. LCM
5. Viewing	5. View condition of equipment	5. VCM

(TASK STATEMENT) DECIDE REPAIR OR REPLACEMENT

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Maintenance records Service and operating manuals Catalogs (equipment)	Steps: Check maintenance records Consider cost factors Consider obsolesence of equipment Obtain professional assistance	
DECISIONS Should equipment be repaired or replaced	**CUES** Overall knowledge of proper maintenance and efficiency of equipment	**ERRORS** Improper life expectancy of equipment

(TASK STATEMENT) DECIDE REPAIR OR REPLACEMENT

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision D,E,F,H, I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of qualities basic to optimal mental performance	1. Fundamental Operations (calculation) 2. Basic Arithmetic Skills and Concepts-Property of comparison (equality/equivalence; inequality/greater than/less than) 3. Basic Measurement Skills and Concepts-Measurement: non-geometric (time and money)

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS (REFER TO COMMUNICATIONS CODE)
1. Speaking	1. Talk to employees about condition of equipment	1. SCM
2. Reading	2. Read service records	2. RCM
3. Writing	3. Record condition	3. WCM
4. Listening	4. Feedback from employees	4. LCM
5. Viewing	5. View condition of equipment	5. VCM

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Duty F Supervising Personnel

1 Plan working schedule
2 Schedule employees
3 Evaluate employee preformance
4 Provide for employee needs

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(TASK STATEMENT) PLAN WORKING SCHEDULE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Previous working schedules Employee records Budget Calculator	Steps: Determine needed jobs Determine workers needed for each job Determine number of hours for each job Check previous schedules Prepare working plan to fit budget	

DECISIONS	CUES	ERRORS
Determine most effective work schedule	Keep in mind necessary job and employee capabilities	Inefficient use of employees and improper business operations

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(TASK STATEMENT) PLAN WORKING SCHEDULE

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G **(See Appendix A)** **Supervision** A,D,E,F,G,H,I **(See Appendix A)** Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance	1. Rational numbers 2. Use of numbers (with calculation)-counting, coordinate system 3. Fundamental operations (calculation) 4. Use of computing devices and mechanical aids-calculators (electric, mechanical) 5. Basic measurement skills and concepts-measurement: non-geometric (time and money)

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading 3. Writing 4. Listening	1. Talk to supervisors 2. Read business reports 3. Write schedule 4. Feedback from supervisors	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM 3. WCM 4. LCM

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(TASK STATEMENT) SCHEDULE EMPLOYEES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Personal records Previous work schedules Seniority lists Union contracts Regulations: **federal and state**	Steps: Determine employee capabilities Consult previous work schedules Consider employee seniority Consider unions Regulations: **federal and state** **Consider employee vacations and leave of absences** Consider employee behavorial habits	

DECISIONS	CUES	ERRORS
Determine proper scheduling of employees	**Consider employee needs**	Improper use of employees

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(TASK STATEMENT) SCHEDULE EMPLOYEES

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision A,D,E,F,G,H,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading 3. Writing 4. Listening	1. Talk to supervisors 2. Read business records 3. Write schedule 4. Feedback from supervisors	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM 3. WCM 4. LCM

(TASK STATEMENT) EVALUATE EMPLOYEE PREFORMANCE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Personal records Evaluation forms Job criteria	Steps: Establish criteria for acceptable employee performance Observe employee performance and compare with criteria Determine if employee performance is acceptable Commend or criticize employee performance Consult past employee performance records	
DECISIONS	**CUES**	**ERRORS**
Are employee performances adequate	Keep in mind employee performance required	Inefficient employee performance

(TASK STATEMENT) EVALUATE EMPLOYEE PERFORMANCE

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,E,F,G (See Appendix A) Inhibitors of efficient job performance-A,B,C,D,E Supervision A,D,E,F,H,I (See Appendix A) Conditions of healthy and growth directed job performance (See Appendix A)	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading 3. Writing 4. Viewing 5. Listening	1. Talk to supervisors 2. Read performance records 3. Record evaluations 4. Observe employee performance 5. Feedback from supervisors	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM 3. WCM 4. VCM 5. LCM

(TASK STATEMENT) PROVIDE FOR EMPLOYEE NEEDS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Questionnaires Suggestion box Professional advice and services Calculator	Steps: Determine needs Determine what needs are practical to satisfy Set up plan that will provide for needs Implement plan	

DECISIONS	CUES	ERRORS
What needs should be provided for employee	Keep in mind feasability of needs	Needs of employees not satisfied

(TASK STATEMENT) PROVIDE FOR EMPLOYEES NEEDS

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,E,F,G (See Appendix A) Inhibitors of efficient job performance (A,B,C,D,E) Supervision A,D,E,F,H,I (See Appendix A) Conditions of healthy and growth directed job performance (See Appendix A)	Rational numbers Use of numbers (without calculation)-counting, coordinate system Fundamental Operations (calculation) Addition, subtraction, division, multiplication Basic arithmetic skills and concepts-4,5,6,7, (See Appendix B) Use of computing devices and mechanical aids-calculator (electric and mechanical) Basic arithmetic skills and concepts-read and interpret tables, charts, and graphs (number line/coordinate graph; 2-dimensional and 3-dimensional), representational graphs The above is for questionnaires

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS (REFER TO COMMUNICATIONS CODE)
1. Speaking 2. Reading 3. Writing 4. Listening	1. Talk to employees 2. Read suggestions 3. Write proposed improvements 4. Feedback from employees	1. SCM 2. RCM 3. WCM 4. LCM

Duty G Managing Merchandise Promotions

1 Determine merchandise promotions
2 Select promotional program
3 Implement method of promotion
4 Evaluate promotional program

(TASK STATEMENT) DETERMINE MERCHANDISE PROMOTIONS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Professional assistance Past promotion records Consumer surveys Reference materials Calculator	Steps: Consider needed promotions Consider practicality of promotion Consult professional assistance Consider consumer behavior Observe competitors Consider past promotions	

DECISIONS	CUES	ERRORS
Determine necessary promotions	Promotional needs of business	Wrong choice of promotions

(TASK STATEMENT) DETERMINE MERCHANDISE PROMOTIONS

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G, (See Appendix A) Supervision C,F,G,I (See Appendix A)	The following is for surveys 1. Rational numbers 2. Use of numbers (without calculation)-counting, coordinate system 3. Fundamental operations (calculation) 4. Basic arithmetic skills and concepts - 4,5,6,7 (See Appendix B) 5. Use of computing devices and mechanical aids-calculator (electric, mechanical) 6. Basic measurement skills and concepts -Read and interpret tables, charts and graphs-maps, number line/ coordinate graph (2-dimensional and 3-dimensional), representational graphs

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS (REFER TO COMMUNICATIONS CODE)
1. Speaking	1. Talking to assistants	1. SCM
2. Reading	2. Read business records	2. RCM
3. Writing	3. Record merchandise	3. WCM
4. Listening	4. Feedback from assistants	4. LCM
5. Viewing	5. Visual analysis of promotions	5. VCM

(TASK STATEMENT) SELECT PROMOTIONAL PROGRAM

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Reference materials Promotional records Professional assistance Consumer surveys Calculator	Steps: Review promotional budget Analyze consumer behavior Consult professional assistance Observe competition Consider tailor promotions Consider previous experience Consider type of business Consider practicality of promotion Select most appropriate promotional program	

DECISIONS	CUES	ERRORS
Decide upon promotional program for business	Keep in mind what is best for business	Inappropriate promotional program

(TASK STATEMENT) SELECT PROMOTIONAL PROGRAM

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision C,F,G,I (See Appendix A)	1. Rational numbers 2. Use of numbers (without calculation)-counting, coordinate system 3. Fundamental Operations (calculation) 4. Basic Arithmetic Skills and Concepts-finding a percent of a number and what percent one number is of another; changing fractions to decimal and decimals to fractions; ratio and proportion; rounding off decimals to whole numbers 5. Use of Computing Devices and Mechanical Aids-calculator (electric, mechanical) 6. Basic Measurement Skills and Concepts-4,5,6,7 (See Appendix B) 7. Read and interpret tables, charts and graphs-maps, number line/coordinate graph (2-dimensional and 3-dimensional), representational graphs

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
		(REFER TO COMMUNICATIONS CODE)
1. Speaking	1. Talking to assistants	1. SCM
2. Reading	2. Read business records	2. RCM
3. Writing	3. Record merchandise promotions	3. WCM
4. Listening	4. Feedback from assistants	4. LCM
5. Viewing	5. Visual analysis of promotions	4. VCM

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(TASK STATEMENT) IMPLEMENT METHOD OF PROMOTION

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Professional assistance Promotional records Reference materials	Steps: Consider possible ways of implementing methods Consult professional advice Consult past experience Communicate promotional program Activate promotional program	

DECISIONS	CUES	ERRORS
		Improper implementation of promotion

(TASK STATEMENT) IMPLEMENT METHOD OF PROMOTION

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision A,C,E,F,G,H,I (See Appendix)	

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading 3. Writing 4. Listening 5. Viewing	1. Talking to assistants 2. Read business records 3. Record merchandise promotions 4. Feedback from assistants 5. Visual analysis of promotions	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM 3. WCM 4. LCM 5. VCM

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(TASK STATEMENT) EVALUATE PROMOTIONAL PROGRAM

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Evaluation forms Professional assistance Evaluation criteria manual Reference materials	Steps: Set criteria for evaluation Evaluate promotional program Record evaluation	

DECISIONS	CUES	ERRORS
Is promotional program effective	Keep in mind criteria for evaluation	Incorrect evaluation of promotional program

(TASK STATEMENT) EVALUATE PROMOTIONAL PROGRAM

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G, (See Appendix A) Supervision C,D,E,F,G,I (See Appendix A)	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
		(REFER TO COMMUNICATIONS CODE)
1. Speaking	1. Talking to assistants	1. SCM
2. Reading	2. Read evaluation criteria	2. RCM
3. Writing	3. Record evaluations	3. WCM
4. Listening	4. Feedback from assistants	4. LCM
5. Viewing	5. Visual evaluation	5. VCM

Duty H Managing Business Operating Policies

1 Determine business operating policies
2 Communicate business operating polices
3 Implement policies
4 Evaluate established policies

(TASK STATEMENT) DETERMINE BUSINESS OPERATING POLICIES

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TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Business reference Professional assistance	Steps: Analyze needed policies Consider all operations Consider past policies Consult professional assistance Consider competitors Evaluate policies Modify policies	

DECISIONS	CUES	ERRORS
Decide on what operating policies are needed for business	Keep policies in tune with operating procedures	Improper choice of business operating policies

(TASK STATEMENT) DETERMINE BUSINESS OPERATING POLICIES

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision C,D,E,F,G,H,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance	

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS (REFER TO COMMUNICATIONS CODE)
1. Speaking	1. Talk to assistants	1. SCM
2. Reading	2. Read business references	2. RCM
3. Writing	3. Record procedures	3. WCM
4. Listening	4. Feedback from assistants	4. LCM
5. Viewing	5. View business operations	5. VCM

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(TASK STATEMENT) COMMUNICATE BUSINESS OPERATING POLICIES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Manuals Audio-visual aids Forms Professional assistance Business reference	Steps: Choose policies that are most effective for business operations Analyze best mode or modes to communicate policies Inform all persons who will be effected by policies Evaluate choice of communication media	

DECISIONS	CUES	ERRORS
How best to communicate business operation policies	Consider the structure of the business and what has worked in past Keep in mind appropriate communication technique	Ineffective communication of policies

(TASK STATEMENT) COMMUNICATE BUSINESS OPERATING POLICIES

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision C,D,E,F,G,H,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
		(REFER TO COMMUNICATIONS CODE)
1. Speaking 2. Reading 3. Writing 4. Listening 5. Viewing	1. Talk to assistants 2. Read business reference 3. Record procedures 4. Feedback from assistants 5. View business operations	1. SCM 2. RCM 3. WCM 4. LCM 5. VCM

(TASK STATEMENT) IMPLEMENT POLICIES

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TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Manuals Professional assistance	Steps: Consider possible ways of implementing policies Consult professional assistance Review past policies Activate policies	
DECISIONS	**CUES**	**ERRORS**
		Policies not implement properly

(TASK STATEMENT) IMPLEMENT POLICIES

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision C,D,E,G,H,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading 3. Writing 4. Listening 5. Viewing	1. Talk to assistants 2. Read business reference 3. Record procedures 4. Feedback from assistants 5. View business operations	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM 3. WCM 4. LCM 5. VCM

(TASK STATEMENT) EVALUATE ESTABLISHED POLICIES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD 77
Evaluation forms Professional assistance Evaluation criteria manual Reference materials	Steps: Select criteria for evaluation Evaluate policies according to criteria Record evaluation	

DECISIONS	CUES	ERRORS
Are policies effective	Keep in mind criteria for policies	Incorrect evaluation of policies

(TASK STATEMENT) EVALUATE ESTABLISHED POLICIES

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision C,D,E,F,G,H,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading 3. Writing 4. Listening 5. Viewing	1. Talking to assistants 2. Read evaluation criteria 3. Record evaluations 4. Feedback from assistants 5. Visual evaluation	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM 3. WCM 4. LCM 5. VCM

Duty I Managing Physical Facilities of Business

1 Analyze business physical facilities
2 Decide on most effective physical facilities
3 Arrange physical facilities to implement business
4 Evaluate physical facilities

(TASK STATEMENT) ANALYZE BUSINESS PHYSICAL FACILITIES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Blueprints Federal and state regulations Professional assistance Competitor's facilities Calculator Measuring instruments	Steps: Review past records of physical facilities Analyze competitor's facilities Review present facilities Consult professional assistance	
DECISIONS	**CUES**	**ERRORS**
Determine appropriateness of business physical facilities	Keep in mind physical facilities in relation to business operations	Inappropriate use of physical facilities

(TASK STATEMENT) ANALYZE BUSINESS PHYSICAL FACILITIES

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision B,C,D,E,F,G,H,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance	1. Rational numbers 2. Fundamental Operations (calculation) 3. Basic Arithmetic Skills and Concepts-4,5,6,7 (See Appendix B) 4. Use of Computing Devices and Mechanical Aids-calculators (electric, mechanical) 5. Basic Measurement Skills and Concepts-Instruments: ruler and tape; 9c,d,e,f (See Appendix B)

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
		(REFER TO COMMUNICATIONS CODE)
1. Speaking	1. Talk to assistants	1. SCM
2. Reading	2. Read business references	2. RCM
3. Writing	3. Record analysis	3. WCM
4. Listening	4. Feedback from assistants	4. LCM
5. Viewing	5. Visual analysis	5. VCM

(TASK STATEMENT) DECIDE ON MOST EFFECTIVE PHYSICAL FACILITIES

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TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Federal and state regulations Business records Professional assistance Business references	Steps: Determine needs of business Establish standards according to business needs Consult professional assistance Use standards to decide on business facilities Decide on facilities	

DECISIONS	CUES	ERRORS
What facilities are best for the business	Keep in mind needs of business	Inappropriate use of physical facilities

(TASK STATEMENT) DECIDE ON MOST EFFECTIVE PHYSICAL FACILITIES

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision B,C,D,E,F,G,H,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading 3. Writing 4. Listening 5. Viewing	1. Talk to assistants 2. Read business references 3. Record analysis 4. Feedback from assistants 5. Visual analysis	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM 3. WCM 4. LCM 5. VCM

(TASK STATEMENT) ARRANGE PHYSICAL FACILITES TO IMPLEMENT BUSINESS

R4

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Reference materials Professional assistance Business records	Steps: Consider possible ways of arranging facilities Consult professional assistance Consider past experience Arrange physical facilities to best carry out business operations	

DECISIONS	CUES	ERRORS
What is the most efficient method to arrange facilities	Keep implementation of business in mind	Improper arrangement of facilities

(TASK STATEMENT) ARRANGE PHYSICAL FACILITIES TO IMPLEMENT BUSINESS

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G, (See Appendix A) Supervision B,C,D,E,F,G,H,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance	

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading 3. Writing 4. Listening 5. Viewing	1. Talk to assistants 2. Read business references 3. Record analysis 4. Feedback from assistants 5. Visual analysis	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM 3. WCM 4. LCM 5. VCM

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(TASK STATEMENT) EVALUATE PHYSICAL FACILITIES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Set criteria manual Reference materials Professional assistance Business records	Steps: Set criteria for evaluation Evaluate physical facilities on criteria Consult professional assistance Record evaluation	

DECISIONS	CUES	ERRORS
Are physical facilities appropriate for effective business operations	Keep in mind criteria for evaluation	Improper evaluation of facilities

(TASK STATEMENT) EVALUATE PHYSICAL FACILITIES

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision B,C,D,E,F,G,H,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS (REFER TO COMMUNICATIONS CODE)
1. Speaking	1. Talking to assistants	1. SCM
2. Reading	2. Read evaluation criteria	2. RCM
3. Writing	3. Record evaluation	3. WCM
4. Listening	4. Feedback from assistants	4. LCM
5. Viewing	5. Visual evaluation	5. VCM

Duty J Managing Business Finance

1 Establish operating budget
2 Allocate business expenditures to business areas
3 Evaluate operating budget

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(TASK STATEMENT) ESTABLISH OPERATING BUDGET

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TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Professional assistance Business records Reference materials Calculation	Steps: Determine needs of business Determine costs of these needs Review previous budgets Consult professional assistance Determine projected capital available Decide on priority of expense Formulate budget in written form	

DECISIONS	CUES	ERRORS
Is budget in line with needs of business	Keep in mind the amount and availability of capital	Misappropriation of funds

(TASK STATEMENT) ESTABLISH OPERATING BUDGET

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision E,F,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance	1. Rational numbers 2. Use of numbers (without calculation)-recording 3. Basic Arithmetic Skills and Concepts-3,4,5,6,7 (See Appendix B) 4. Fundamental Operations (calculation) 5. Use of Computing Devices and Mechanical Aids-calculators (electric and Mechanical) 6. Basic Measurement Skills and Concepts-Measurement: non-geometric (time and money); read and interpret tables, charts and graphs, representational graphs

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading 3. Writing 4. Listening	1. Talk to assistants 2. Read business records 3. Record budget analysis 4. Feedback from assistants	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM 3. WCM 4. LCM

(TASK STATEMENT) ALLOCATE BUSINESS EXPENDITURES TO BUSINESS AREAS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Business records (budget)	Steps: Refer to established budget Set criteria for budget allocations Notify areas of their planned budget Communicate budget procedures	

DECISIONS	CUES	ERRORS
Are funds properly allocated	Keep in mind planned budget	Improper allocation of planned budget

(TASK STATEMENT) ALLOCATE BUSINESS EXPENDITURES TO BUSINESS AREAS

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G, (See Appendix A) Supervision E,F,I (See Appendix A)	Use of numbers (without calculation)-recording

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
		(REFER TO COMMUNICATIONS CODE)
1. Speaking 2. Reading 3. Writing 4. Listening	1. Talk to assistants 2. Read business records 3. Record budget analysis 4. Feedback from assistants	1. SCM 2. RCM 3. WCM 4. LCM

(TASK STATEMENT) EVALUATE OPERATING BUDGET

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Business records Calculator Reference materials	Steps: Review budget Review expenditures being made Consider possible alterations in budget Make changes where needed	

DECISIONS	CUES	ERRORS
Are finances properly budgeted	Consider changing economics trends and needs of business	Inefficient budgeting of money

(TASK STATEMENT) EVALUATE OPERATING BUDGET

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision E,F,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance	1. Rational numbers 2. Use of numbers (without calculation)-recording 3. Fundamental Operations (calculation) 4. Basic Arithmetic Skills and Concepts-3,4,5,6,7 (See Appendix B) 5. Use of Computing Devices and Mechanical Aids-calculator (electric, mechanical) 6. Basic Measurement Skills and Concepts-non-geometric (time and money); read and interpret tables, charts and graphs (representational graphs)

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading 3. Writing 4. Listening 5. Viewing	1. Talking to assistants 2. Read evaluation criteria 3. Record evaluations 4. Feedback from assistants 5. Visual evaluation	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM 3. WCM 4. LCM 5. VCM

Duty K Insuring Coverage of Business Losses

1 Decide insurance needs of business
2 Select business coverage
3 Purchase business coverage
4 Revise and update business coverage

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(TASK STATEMENT) DECIDE INSURANCE NEEDS OF BUSINESS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Professional assistance Business records Business references Calculator	Steps: Assess insurance needs Consult professional assistance Review past experience Determine priority of insurance needs	

DECISIONS	CUES	ERRORS
What insurance coverage is necessary for business	Keep in mind needed coverage for losses of business	Improper coverage of business losses

(TASK STATEMENT) DECIDE INSURANCE NEEDS OF BUSINESS

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism 1. Maintain capacity to foster trust 2. Maintain capacity to foster confidentiality 3. Maintain capacity to foster cooperation 4. Maintain capacity to generate integrity 5. Maintain capacity to function efficiently when encountering fast changing, multiple, personal or situational variables 6. Exhibit qualities of self-confidence, self-control, self-reliance, self-respect and adaptability **Supervision** 1. Grant appropriate regard for customer's unique needs 2. Communicate pride in establishment	1. Rational numbers 2. Fundamental Operations (calculation) 3. Basic Arithmetic Skills and Concepts-3,4,5,6,7 (See Appendix B) 4. Use of Computing Devices and Mechanical Aids-calculators (electric and mechanical) 5. Basic Measurement Skills and Concepts-Measurement: non-geometric (time and money); read and interpret tables, charts and graphs (number line/coordinate graph) 2-dimensional and 3-dimensional, representative graphs

Lk

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading 3. Writing 4. Listening 5. Viewing	1. Talk to assistants 2. Read business references 3. Record procedures 4. Feedback from assistants 5. View business operations	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM 3. WCM 4. LCM 5. VCM

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(TASK STATEMENT) SELECT BUSINESS COVERAGE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Reference materials Professional assistance Business records Calculator	Steps: Determine available source of insurance Consider past experience with source Consider policies of source Consider reputation of source Consider cost of insurance with source Consider coverage available	

DECISIONS	CUES	ERRORS
What is best source to meet insurance needs	Keep in mind above steps	Wrong choice of insurance source

(TASK STATEMENT) SELECT BUSINESS COVERAGE

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism 1. Maintain capacity to foster trust 2. Maintain capacity to foster confidentiality 3. Maintain capacity to foster cooperation 4. Maintain capacity to generate integrity 5. Maintain capacity to function efficiently when encountering fast changing, multiple, personal or situational variables 6. Exhibit qualities of self-confidence, self-control, self-reliance, self-respect and adaptability **Supervision** 1. Grant appropriate regard for customer's unique needs 2. Communicate pride in establishment	1. Rational numbers 2. Use of numbers (without calculation)-counting, ordering indexing 3. Use of Computing Devices and Mechanical Aids-adding machines, calculators (electric and mechanical) 4. Fundamental Operations (Calculation) 5. Basic Arithmetic Skills and Concepts 6. Basic Measurement Skills and Concepts- (See Appendix B)

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
		(REFER TO COMMUNICATIONS CODE)
1. Speaking 2. Reading 3. Writing 4. Listening 5. Viewing	1. Talking to assistants 2. Read business references 3. Record procedures 4. Feedback from assistants 5. View business operations	1. SCM 2. RCM 3. WCM 4. LCM 5. VCM

(TASK STATEMENT) PURCHASE BUSINESS COVERAGE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Policy applications Purchase orders Source of price quotations	Steps: Follow particular source order procedure Follow established business ordering policies Place order	

DECISIONS	CUES	ERRORS
		Inaccurate order

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(TASK STATEMENT) PURCHASE BUSINESS COVERAGE

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism 1. Maintain capacity to foster trust 2. Maintain capacity to foster confidentiality 3. Maintain capacity to foster cooperation 4. Maintain capacity to generate integrity 5. Maintain capacity to function efficiently when encountering fast changing, multiple, personal or situational variables 6. Exhibit qualities of self-confidence, self-control, self-reliance, self-respect and adaptability Supervision 1. Grant appropriate regard for customer's unique needs 2. Communicate pride in establishment	1. Rational numbers 2. Use of numbers (without calculation)-counting 3. Fundamental Operations (Calculation) 4. Basic Arithmetic Skills and Concepts 5. Use of Computing Devices and Mechanical Aids-adding machines, calculators (electric and mechanical) 6. Basic Measurement Skills and Concepts - 1,4,6,7,8, 9c, (See Appendix B)

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS (REFER TO COMMUNICATIONS CODE)
1. Speaking 2. Reading 3. Writing	1. Oral ordering of merchandise 2. Reading of forms and reports 3. Write orders and reports	1. SCM 2. RCM 3. WCM

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(TASK STATEMENT) REVISE AND UPDATE BUSINESS COVERAGE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Reference materials Professional assistance Business records Calculator	Steps: Review coverage Consider additional needs Alter coverage as needed	

DECISIONS	CUES	ERRORS
Is the insurance on the business appropriate		Business insurance inappropriate

(TASK STATEMENT) REVISE AND UPDATE BUSINESS COVERAGE

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism Maintain capacity to foster trust Maintain capacity to foster confidentiality Maintain capacity to foster cooperation Maintain capacity to generate integrity Maintain capacity to function efficiently when encountering fast changing, multiple, personal needs situational variables Exhibit qualities of self-confidence, self-control, self-reliance, self-respect and adaptability Supervision Grant appropriate regard for customer's unique needs Communicate pride in establishment	Rational numbers Use of numbers (without calculation)-counting, ordering, indexing Use of computing devices and mechanical aids-adding machines, calculators (electric and mechanical) Fundamental operations (calculations) Addition, subtraction, division, multiplication Basic arithmetic skills and concepts Basic measurement skills and concepts (See Appendix B)

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
1. Speaking 2. Reading 3. Writing 4. Listening	1. Talking to assistants 2. Review policies 3. Record analyses 4. Feedback from assistants	(REFER TO COMMUNICATIONS CODE) 1. SCM 2. RCM 3. WCM 4. LCM

Duty L Supervising Maintenance of Business Building

1 Evaluate condition of building
2 Determine and decide business maintenance
3 Implement building maintenance

(TASK STATEMENT) EVALUATE CONDITION OF BUILDING

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TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Professional assistance Business records	Steps: Make periodic observation of building Consult maintenance records Consult professional assistance	

DECISIONS	CUES	ERRORS
Does building need repair	Know proper condition of building	Improper maintenance evaluation

(TASK STATEMENT) EVALUATE CONDITION OF BUILDING

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision B,C,E,F,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance	1. Rational numbers 2. Fundamental Operations (Calculation) 3. Use of Computing Devices and Mechanical Aids-Calculators (electric and mechanical) 4. Basic Measurement Skills and Concepts-Instruments: ruler, compass, tape-Measurement: non-geometric-time and money; Read and interpret tables, charts and graphs-scales drawingsfloor plans/blueprints

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
		(REFER TO COMMUNICATIONS CODE)
1. Speaking 2. Reading 3. Writing 4. Listening 5. Viewing	1. Talking to assistants 2. Read evaluation criteria 3. Record evaluations 4. Feedback from assistants 5. Visual evaluation	1. SCM 2. RCM 3. WCM 4. LCM 5. VCM

(TASK STATEMENT) DETERMINE AND DECIDE BUSINESS MAINTENANCE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Business records Professional assistance	Steps: Determine needed maintenance of building Consult budget allocations Estimate cost of maintenance Consult business assistance Check maintenance records Determine maintenance priorities	

DECISIONS	CUES	ERRORS
What business maintenance should be performed	Keep in mind proper maintenance of building	Improper maintenance of building

(TASK STATEMENT) DETERMINE AND DECIDE BUSINESS MAINTENANCE

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision B,C,E,F,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance	1. Fundamental Operations (Calculation) 2. Basic Arithmetic Skills and Concepts-Property of comparison (equality/equivalence and inequality/ greater than/less than 3. Basic Measurement Skills and Concepts-Measurement non-geometric (time and money)

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
		(REFER TO COMMUNICATIONS CODE)
1. Speaking 2. Reading 3. Writing 4. Listening 5. Viewing	1. Talk to assistants 2. Read business references 3. Record procedures 4. Feedback from assistants 5. View business operations	1. SCM 2. RCM 3. WCM 4. LCM 5. VCM

(TASK STATEMENT) IMPLEMENT BUILDING MAINTENANCE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Professional assistance Business records Calculator Blueprints Measuring instruments	Steps: Consider needed building maintenance Determine available sources of maintenance Consider past experience Consider source costs Request maintenance from appropriate source	

DECISIONS	CUES	ERRORS
What way should building maintenance be performed	Consider knowledge gained in steps	Improper implementation of maintenance

(TASK STATEMENT) IMPLEMENT BUILDING MAINTENANCE

SCIENCE	MATH – NUMBER SYSTEMS
Professionalism A,B,C,D,F,G (See Appendix A) Supervision B,C,E,F,I (See Appendix A) Conscious awareness of the need for a balance between tension and relaxation Conscious awareness of physical expressions basic to peak physical performance Conscious awareness of qualities basic to optimal mental performance	1. Rational numbers 2. Fundamental Operations 3. Use of Computing Devices and Mechanical Aids-Calculators (electrical and mechanical) 4. Basic Measurement Skills and Concepts-Instruments: ruler, compass, tape; Read and interpret tables, charts and graphs - scale drawings/floor plans/blueprints

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
		(REFER TO COMMUNICATIONS CODE)
1. Speaking	1. Talk to assistants	1. SCM
2. Reading	2. Read business references	2. RCM
3. Writing	3. Record procedures	3. WCM
4. Listening	4. Feedback from assistants	4. LCM
5. Viewing	5. View business operations	5. VCM

APPENDIX A

PROFESSIONALISM

A. Maintain capacity to foster trust
B. Maintain capacity to foster confidentiality
C. Maintain capacity to foster cooperation
D. Maintain capacity to generate integrity
E. Maintain cppacity to cope with conflict behavior
F. Maintain capacity to function efficiently when encountering fast changing, multiple, personal or situational variables
G. Exhibit qualities of self-confidence, self-control, self-reliance, self-respect and adaptability

SUPERVISION

A. Distribute personnel with regard to leadership qualities and experience for optimum team performance
B. Maintain customers illusion of privacy by avoiding excessive noise or movement
C. Grant appropriate regard for customer's personal space (convenience and special interest)
D. Grant conscious attention to smoothly flowing team work
E. Maintain regard for differing views on maximum efficiency of the operations
F. Grant appropriate regard for customer's unique needs
G. Exhibit capacity to ascertain best service for the particular party type requested
H. Show and describe facilities with appropriate speed and clarity
I. Communicate pride in establishment

INHIBITORS OF EFFICIENT JOB PERFORMANCE (FEAR, ANXIETY, RIGIDITY, INFLEXIBILITY AND TENSION) RESULTING FROM:

A. Excessive anticipation of expected events
B. Excessive pre-occupation with fantasy
C. Excessive pre-occupation with past experiences
D. Excessive identification with one's social role (as an external index of self)
E. Excessive attachment to fixed-projected time sets (e.g. schedules, appointments, deadlines, etc.)
F. Excessive attachment to personal values sets which inhibit open inter-personal communication
G. Excessive mental activity to the complete exclusion of intuitive body expressions

CONDITIONS FOR HEALTH AND GROWTH-DIRECTED JOB PERFORMANCE

A. Awareness of one's changing emotional states
B. Awareness of one's changing physical states
C. Awareness of one's unlimited intellectual activities
D. Awareness of one's diverse, intuitive (creative) capacities
E. Capacity to perceive, quickly integrate, and function well in the face of unexpected situational variables
F. Capacity to maintain open-mindedness and composure in the far seemingly different, eccentric or clashing values expressed behaviorally or verbally

APPENDIX B

BASIC ARITHMETIC SKILLS AND CONCEPTS

Set of Real Numbers
- Irrationals/Rationals
  - Fractions/Decimals
    - Integers (. . .-3, -2, -1, 0, +1, +2, +3, . . .)
      - Whole Numbers (0, 1, 2, 3, . . .)
        - Counting Numbers (1, 2, 3, 4, . . .)

Fundamental Operations (calculation)
- Addition algorithm
- Subtraction algorithm
- Multiplication algorithm
- Division algorithm
- Order of operation, i.e., use of parentheses in simplifying arithmetic expressions

Basic Skills
1. Reduction of fraction
2. Changing mixed numbers to improper fractions
3. Changing percents to fractions and fractions to percents
4. Finding a percent of a number and what percent one number is of another
5. Changing fractions to decimals and decimals to fractions
6. Ratio and proportion
7. Estimation: rounding off decimals and whole numbers

BASIC MEASUREMENT SKILLS AND CONCEPTS

1. ''Measure sense''/role of ''unit''
2. Instruments
3. Given an instrument of measure, determine precision and/or accuracy with respect to relative error, significant digits and tolerance
4. Metric and English measure and conversion
5. Rate
6. Measurement: geometric
   a. linear
   b. area
   c. volume
   d. angle
7. Measurement: non-geometric
   a. time
   b. money
   c. temperature
   d. weight
   e. liquid
   f. dry
   g. speed
   h. pressure
8. Conversion from one standard unit to another
9. Read and interpret tables, charts and graphs
   c. scale drawings/floor plans/blueprints
   d. maps
   e. number line/coordinate graph (2-dimensional and 3-dimensional)
   f. representational graphs

APPENDIX C
COMMUNICATIONS CODE

Performance Modes	Skills/Concepts
Speaking (SCM)	1. Terminology/general vocabulary 2. Implying 3. Enunciation 4. Clarity of expression 5. Persuasion and sales technique 6. Logic 7. Gestures 8. Facial and body features 9. Poise 10. Usage
Reading (RCM)	1. Comprehension 2. Detail/inference 3. Informational reports 4. Recommendational reports 5. Progress reports 6. Proposals 7. Definition 8. Terminology
Writing (WCM)	1. Penmanship 2. Spelling 3. Memo format 4. Description 5. Reports (see above for types) 6. Business letters (format/content) 7. Terminology/general vocabulary 8. Clarity of expression 9. Logic 10. Usage

COMMUNICATIONS CODE

Performance Modes	Skills/Concepts
Listening (LCM)	1. Auditory discrimination 2. Detection of propaganda devices 3. Discriminate facts from non facts 4. Recognize opinions 5. Concentration 6. Logic (ordering of thoughts and opinions) 7. Word definition 8. Note taking
Viewing (VCM)	1. Visual analysis (see the parts in relation to the whole) 2. Memory (short and long term retention) 3. Logic (ordering of thoughts and perceptions) 4. Recognition of symbols, codes and emblems
Touching (TMC)	1. Size 2. Shape 3. Consistency 4. Texture

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GLOSSARY

Account - a record of a business transaction or deal
Accountant - one who is skilled at keeping business records
Accounts receivable - a record of what is owed to an account
Analysis - breaking an idea or a problem down into its parts or a good examination of the parts of anything
Articles of incorporation - a legal document filed with the state which sets forth the purposes and regulations for a corporation
Asset - anything of worth that is owned
Bad debts - money owed to an account that the agent cannot collect
Balance - (1) the amount of money remaining in an account, (2) when the amounts of money in a positive (credit) account and a negative (debit) account are equal
Balance sheet - an important business record which shows what a business owns and owes at any one time
Business venture - taking financial risks in a commercial enterprise
Capital - available money to invest or the total of accumulated assets available for production
Capital requirement - a list (or schedule) of expenses which must be met to establish a business
Cash - money in hand or readily available
Cash receipts - the money received by a business from customers
Chain of command - the proper lines of authority between the head of an organization, its managers and supervisors and its workers
Contract - an agreement regarding mutual responsibilities between two or more parties
Controllable expenses - those expenses which can be controlled or restrained by the business' employees
Corporation - a business venture comprising a group of individuals or objects treated by the law as an individual
Co-signers - joint signers of a loan agreement, pledging to meet the obligations in case of default
Debit - debts recorded
Debts - that which is owed
Default - failure to pay a debt or meet an obligation
Demand - an order to comply with an obligation

Depreciation - a decrease in value through age, wear or deterioration
Economic - pertaining to money or financial matters
Embezzlement - to steal or take by fraud another's property for one's own use
Enterprise - a business firm or a business undertaking
Entrepreneur - a person who organizes and manages a business
Equity capital - venture money
Factors - (1) something which contributes to a result, (2) a finance company specializing in high risk loans (usually at high interest rates)
Financial statement - a record of total assets and liabilities
Financing - obtaining money resources
Fixed expenses - those costs which do not vary from one period to the next
Franchise (franchisor, franchisee) - a right or privilege to deal in a certain line or brand of goods and services
Functional - performing a function or carrying out a characteristic action
Gross - overall total before deductions
Income - money coming in
Industry ratio - the standard or "average" percentage of expenses spent by firms in a similar type of business, i.e. firms in the same industry
Interest - the cost of borrowing money
Inventory - a list of present or current assets
Invest - lay out money for any purpose from which a profit is expected
Lease - a long term rental agreement
Liability - debts or that which is owed
Liability insurance - risk protection for accidents for which a business is liable
Limited partnership - a legal partnership where some owners are allowed to assume responsibility only up to the amount invested
Line position - a place of authority in a "line" organization
Liquidate - to settle a debt or to convert to cash
Loan - money lent at interest
Management - the art of conducting and supervising a business
Marketing - all the functions involved in purchasing and selling
Merchandise - goods bought and sold in a business
Motivation - strong influence or incentive
Net - what is left after deducting all charges
Nonrecurring - one time; not repeating
Objective - something toward which effort is directed; something to accomplish
Obsolescense - declined in value because of replacement by new and/or better things

Operating costs - expenditures arising out of current business activities
Operating organization - the plan for doing business
Operating ratios - the relationship of costs from business activities
Organize - to put in order
Owner manager - one who operates his/her own business
Ownership organization - the legal structure for a business
Partnership - a legal business relationship where individuals share responsibilities, resources and profits
Payable - ready to be paid
Personnel - persons collectively in the employ of a business
Pledge - to bind by a promise, to give possession of something of value as security on a loan
Posting - to enter in an account
Pricing to set a value upon something
Principal - property or capital assets as opposed to income; also, one who is directly concerned in a business enterprise
Profit - financial gain; returns over expenditures
Profit and loss statement - a list of the total amount of sales less expenses and costs to show the amount of "profit or loss" for doing business
Profit margin - an allowance above expenditures in a price
Proprietorship - subject to exclusive ownership
Ratio - the relationship of one thing to another
Receivable - ready for payment
Regulations - rules or laws (affecting a business)
Reserve - that which is held back or stored for future use or in case of emergency
Retail - selling directly to the consumer
Recured - protected or guaranteed
Service business - a retail business which deals in activities for the benefit of others
Share - one of the equal parts into which the ownership of a corporation is divided
Site - a plot of ground set aside for a particular use
Stabilizing - to make stable; to be less subject to ups and downs
Statistics - a collection of accurate numerical data; classified facts which can be stated in numbers
Stock - an ownership share in a corporation (another word for share); accumulated merchandise

Tangible - something that is real
Trade credit - permission to buy from suppliers on open account
Transfer - to remove from one place to another or from one person to another
Volume - an amount or quantity (of business)
Wholesale - selling for resale

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